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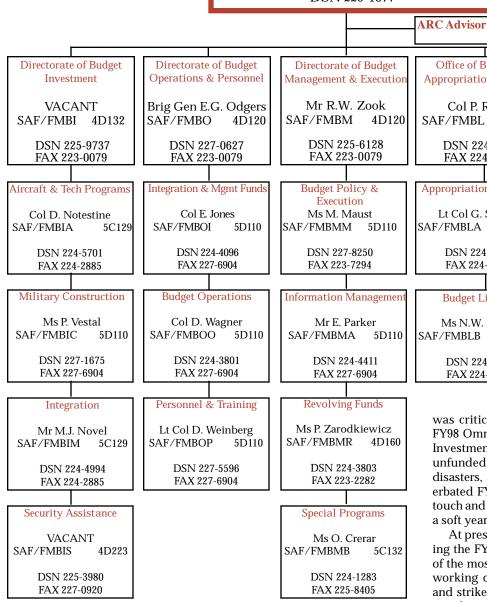
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The financial management community faced significant challenges again this year as the Defense budget remained tight and resource allocation decisions grew ever more difficult. With outstanding support from the MAJCOMs, we resolved many complex issues and produced an executable FY99 Air

Force Budget. Similar cooperation was critical to successful completion of the FY98 Omnibus Reprogramming and the FY00 Investment Budget Review. As in past years, unfunded contingency requirements, natural disasters, and other O&M requirements exacerbated FY98 budget execution. While it was touch and go to the end, the Air Force achieved a soft year-end landing.

At press time, we are in the throes of building the FY00 BES, which is proving to be one of the most difficult in recent memory. We are working diligently to source significant bills and strike the right balance among Air Force people, readiness, and modernization.

Your dedication to excellence and sense of service give us high confidence that our leadership's tough choices will always be based on strong financial analysis and recommendations. Thank you again for these great contributions to the Air Force's current and future success.